Ranking the Importance of Measures in the Development Plans of Cities Based on Their Mutual Interaction

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Abstract

Local governance is implemented by public administration institutions – local self-government bodies. The economic, social and environmental development of the cities and territories they manage depends on them. This includes planning in these areas, which is one of the most important functions of public administration institutions. A plan consists of a set of measures. An essential condition for their successful implementation is determining the order of the measures, i.e. their relative importance, since the rational distribution of limited financial resources primarily depends on this. The importance of measures can be determined in two ways: without or with regard to their mutual interaction as elements of the same system. The second approach is the more adequate one. However, the situation becomes more complicated if the number of plan measures is large. This problem can be addressed by using the transitivity property of the interaction of related quantities. On this basis, the article establishes the order of implementation of the measures of the Vilnius City Municipality Economic and Transport Development Plan for 2025 (Lithuania). Eight experts assessed the interaction of a base measure with all other measures, as well as the pairs of measures whose relationship could not be derived by transitivity. Thanks to the transitivity property, the volume of expert assessment decreased by almost 40 percent. Such a ranking of the importance of the measures can increase the efficiency of the plan's implementation.

Keywords: Public administration institutions; urban development plans; ranking of importance of plan measures; transitivity

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1. Introduction

The Earth Summit (United Nations Conference on Environment and Development), held in Rio de Janeiro in 1992, adopted the Rio Declaration, which was based on the concept of sustainable development as a global security strategy. During this meeting, another document was adopted – an implementation plan for this strategy, entitled Agenda 21 ("Agenda for the 21st Century") (Spangenberg, 2002; United Nations, 1993; United Nations Conference on Environment and Development, 1992; United Nations Sustainable Development, 1992). This is a recommendation document, an action plan guideline on how to shift world development towards sustainable development. Chapter 28 is one of the shortest chapters of Agenda 21, yet

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it recognises that many of the problems and solutions addressed by the Agenda have their roots in local activities, so the participation of local authorities is a determining factor in achieving its objectives (United Nations Sustainable Development, 1992).

Local governance is implemented by municipalities at various levels. As local bodies, they perform a wide range of public administration functions – social, economic, environmental, energy, development of other economic sectors, taxation, financing, human resource management, etc. (Androniceanu et al., 2021; Stankevičienė & Borisova, 2022). When solving related problems, the most important administrative decisions concern budget formation, allocation of funds and activity planning. They form the essence of public administration and are a condition for successful activities.

In recent years, due to significant structural reforms in governance and economic sectors, the importance of subnational entities, especially cities, has increased (Sinkienė & Grumadaitė, 2014; Ginevičius et al., 2021; Markovic et al., 2021; Kuzior et al., 2026). This is no coincidence. Cities are the place and basis of people's social and economic life. Without them, both the country's productive activity and the development of society are impossible.

In order for cities to implement the provisions of Chapter 28 of the Agenda, all interested parties must adhere to them. Meanwhile, conventional management methods sometimes push municipalities into a dead end. Typical problems that hinder the realization of sustainable and harmonious development of cities are the sectoral specialization of individuals and organizations, which makes only one area of activity seem important, so that the city is not perceived as a whole, and leads to a struggle over the distribution of sectoral funds. A city is a complex system, and therefore its development administration can be viewed as a system (Jucevičius, 2014). This means that it must ensure the internal balance of functioning. Only in this case will the development of the system be sustainable and harmonious. The internal balance of the system is ensured by the appropriate interrelationships of its elements. This is ensured by planning the development of the system, which, as indicated, is one of the most important functions of public administration. Thanks to appropriate planning, it is possible to ensure the implementation of the city's strategic development plan, since the plan is a detailed and comprehensive document. Its goal is to help local governments act strategically in the formulation and implementation of public policy plans and thus successfully achieve their goals.

The strategic development plan of a municipality is a set of plans for various functions it performs. Among all the decisions implementing them, the most important is perhaps the procedure for implementing the measures provided for in them. This is important because their simultaneous implementation is practically impossible for various reasons (financial, administrative, management, etc.), and also inexpedient due to their unequal importance. The latter largely depends on the behaviour of individuals participating in this process. These individuals, especially in bureaucratic institutions such as municipalities, are influenced by organizational values – the aspirations of the sector they represent, the desire to successfully solve the problem, etc. Another important factor is professional values. They differ in their attitudes towards how the problem should be solved – in pursuit of justice, guided by an ecological position, moral attitudes, etc. Personal characteristics also have an influence – the desire to focus on direct material benefit, one's own social position, etc. A very important place is also occupied by political-ideological values. Most often, two ideological positions are used here: conservatism and liberalism, which are based on general democratic positions and traditions (Jucevičius, 1997). Not least important are the experience and competence of decision-makers, their groups or relevant organizations and institutions. In all the reviewed

cases, the decisions made are characterized by a certain degree of subjectivity, therefore, such an approach may be acceptable only when development plans consist of a small number of measures. Literature sources emphasize that when there are many such measures, it is very difficult to determine the importance of one or another measure in relation to all other plan measures (Raipa, 1999). It has been argued that current theory does not unambiguously indicate how to adequately determine what determines the importance of one measure in relation to another. In search of a solution, it has been proposed to rank the measures according to certain characteristics, e.g. public opinion. In this situation, urban strategic development research is limited to the preparation of implementation programs and projects for the problem being solved (Jucevičius, 1997). Their implementation plans, and even more so the procedure for implementing the measures provided for in them, are almost never examined.

The aim of the article is to determine the order of implementation of the measures of the Vilnius City Municipality Economic and Transport Development Plan for 2025 based on their importance.

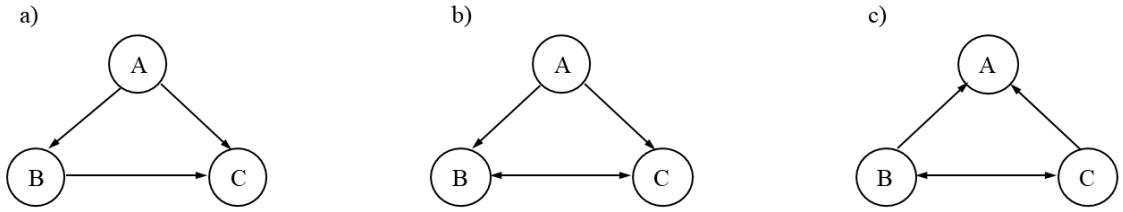
2. Literature review

The ranking of the importance of indicators in the development plans of public administration institutions plays an important role, since it determines the order of implementation of measures. It is no coincidence that literature sources indicate that it is one of the important parts of solving managerial and economic problems (Ginevičius et al., 2018; Lootsma et al., 1990; Oželienė, 2019; Podvezko & Sivilevičius, 2013; Rakauskienė, 2013; Reiff et al., 2016; Volkov, 2018). During the ranking, the most important measure, or the indicator reflecting it, is given a rank of 1, and the least important one is given a rank of n (n is the number of indicators). They are determined by experts most often by direct assessment, i.e. each indicator is immediately given a corresponding importance rank.

The practice of expert assessment shows that experts can only adequately assess a limited number of indicators (Ginevičius & Podvezko, 2004; Ginevičius, 2009). This is because the expert, when giving importance to one indicator, must mentally assess its interaction with all other indicators of the plan. It is believed that their number cannot exceed 10–12 (Rakauskienė, 2013). Development plans of public administration institutions include several dozen or more indicators, therefore, determining their direct importance ranks is practically impossible. A way out of this situation is provided by a pairwise comparison of the importance of indicators. The most common and widely used is the Analytic Hierarchy Process (AHP) proposed by Saaty (1980). A deeper analysis of it shows that it gives good results when the number of pairs being compared is small. If there are many of them, experts face the same situation as in the case of direct assessment – they need to mentally compare the importance of the pair of indicators under consideration with all their other pairs. It is no coincidence that the methodology provides for a second assessment stage, during which experts must adjust their opinion by consensus. This reduces the adequacy of the assessment (Hogeforster & Ginevičius, 2024; Podvezko, 2005, 2008; Tutygin & Korobov, 2010). In addition, this method is intended primarily for determining the weights of indicators, not the importance ranks. Besides AHP, other multi-criteria decision-making techniques, such as the Technique for Order of Preference by Similarity to Ideal Solution (TOPSIS), have also been applied to rank and select among alternatives in contractor selection for transport infrastructure (Łopatka et al., 2023) and in industrial investment decisions (Mubarak et al., 2024).

In search of a solution, a method of ranking the importance of indicators based on their transitivity property was proposed (Ginevičius et al., 2023). This property can be relied on because the development plans of public administration institutions have all the features of a system. According to Bertalanffy (1973), a system is a structured set of interacting elements. The concept of "set" distinguishes a specific plan from all other development plans of the institution and at the same time defines its boundaries; the concept of "interacting" means that the plan consists of interrelated measures, as elements of one and the same system; the concept of "structured" means that their interaction is purposeful, i.e. it helps to achieve the general goal of the system. All this highlights the fundamental drawback of direct ranking: it does not make it possible to assess the interaction of indicators. Taking interaction into account means that the importance of each indicator is assessed in relation to all other indicators; in other words, the transitivity of the relationships between them is determined (Carpentiere et al., 2022; Cherchye et al., 2018; Devi & Mangang, 2021; Fishburn, 1979; Khurana & Nielsen, 2022; Muñoz, 2022; Roubens, 1982; Yang & Dimitrov, 2021). The essence of the transitivity of indicators is shown in Figure 1.

Figure 1. Transitivity of system indicators



Source: Ginevičius et al., 2023
Note: X → Y means that X is more important than Y

From Figure 1, it can be seen that only case a) is transitive: if A → B and B → C, then A → C. In cases b) and c), the relationship between B and C cannot be inferred from their relationships with A (A is more important, or less important, than both), so it must be assessed by the experts.

From case a), it can be seen that the essential advantage of the transitivity of indicators is that it allows the scope of expert assessment to be reduced by up to one half, because the relationship between indicators A and C follows from the relationships between A and B and between B and C. Since part of the matrix is completed analytically, the adequacy of determining the importance of indicators can also increase. This methodology has been applied to multi-criteria evaluation indicators (Ginevičius et al., 2023) and to indicators of the feasibility of implementing a work-based learning model in SMEs (Hogeforster & Ginevičius, 2024). This allows it to be applied to ranking the importance of development measures of public administration institutions.

3. Research methodology

The Transitive Analysis of Index Importance (TAII) methodology (Ginevičius et al., 2023) was applied to rank the importance of measures in the development plans of public administration institutions. It is designed in such a way that experts compare each pair of indicators directly, without having to consider their relationships with all other indicators simultaneously, which means that a large number of indicators can be assessed. The relationships that follow from transitivity are then derived analytically.

Determining the importance ranks of indicators using the TAII method is performed in two stages. In the first stage, each expert fills in the first row of the pairwise comparison matrix, as well as those cells that correspond to cases b) and c) in Figure 1 (Table 1).

In Table 1, the importance of indicators in relation to each other is assessed as follows: if the indicator under consideration is more important than the comparative one, then the value "1" is entered in the cell where they intersect, if it is less important – "0".

Table 1. Pairwise comparison matrix of indicator importance

Indicators	Indicators									+	–	Difference	Importance rank
	1	2	3	...	$i-1$	i	...	$n-1$	n				
1 (base)		1	1	...	0	0	...	1	1	4	2	+2	2
2	0		1	...	0	0	...	0	0	1	5	–4	7
3	0	0		...	0	0	...	1	1	2	4	–2	5
⋮	⋮	⋮	⋮		⋮	⋮	⋮	⋮	⋮	⋮	⋮	⋮	⋮
$i-1$	1	1	1	...		0	...	1	1	5	1	+4	1
i	1	1	1	...	1		...	0	0	4	2	+2	2
⋮	⋮	⋮	⋮	⋮	⋮	⋮		⋮	⋮	⋮	⋮	⋮	⋮
$n-1$	0	1	0	...	0	1	...		0	2	4	–2	5
n	0	1	0	...	0	1	...	1		3	3	0	4

Source: compiled by the authors based on Ginevičius et al., 2023
Note: cells with dashed borders are completed by the experts; the remaining cells are derived from transitivity

The matrix given in Table 1 is filled in as follows: first of all, its first row is filled in, then the nature of the importance of the pairs of intransitive indicators is indicated (in Table 1, these are the cells with dashed borders). Next, based on the transitivity property of the indicators, the nature of the importance of the remaining pairs of indicators is determined. Based on the fully filled matrix, the importance ranks of the indicators are calculated (Table 1). They are determined for each filled matrix separately. Finally, the ranks are listed in the summary rank matrix, in which the final importance ranks of the indicators are also determined (Table 2).

Table 2. Summary matrix of indicator importance rankings

Indicator No.	Experts							Total	Importance rank
	1	2	3	…	j	…	r		
	Indicator importance rank								
1	$\tilde{R}_{11}$	$\tilde{R}_{12}$	$\tilde{R}_{13}$	…	$\tilde{R}_{1j}$	…	$\tilde{R}_{1r}$	$\sum_{j=1}^{r}\tilde{R}_{1j}$	R_1
2	$\tilde{R}_{21}$	$\tilde{R}_{22}$	$\tilde{R}_{23}$	…	$\tilde{R}_{2j}$	…	$\tilde{R}_{2r}$	$\sum_{j=1}^{r}\tilde{R}_{2j}$	R_2
3	$\tilde{R}_{31}$	$\tilde{R}_{32}$	$\tilde{R}_{33}$	…	$\tilde{R}_{3j}$	…	$\tilde{R}_{3r}$	$\sum_{j=1}^{r}\tilde{R}_{3j}$	R_3
⋮	⋮	⋮	⋮	⋮	⋮	⋮	⋮	⋮	⋮
i	$\tilde{R}_{i1}$	$\tilde{R}_{i2}$	$\tilde{R}_{i3}$	…	$\tilde{R}_{ij}$	…	$\tilde{R}_{ir}$	$\sum_{j=1}^{r}\tilde{R}_{ij}$	R_i
⋮	⋮	⋮	⋮	⋮	⋮	⋮	⋮	⋮	⋮
n	$\tilde{R}_{n1}$	$\tilde{R}_{n2}$	$\tilde{R}_{n3}$	…	$\tilde{R}_{nj}$	…	$\tilde{R}_{nr}$	$\sum_{j=1}^{r}\tilde{R}_{nj}$	R_n

Source: compiled by the authors
Note: R_i is obtained by ordering the average ranks ($\Sigma_{j=1}^{r}\tilde{R}_{ij} / r$) in ascending order

4. Empirical study

Similar prioritization and sustainability-ranking problems have been addressed for other transport development plans and infrastructure projects, for example in Greater Mumbai (Juyal

& Yedla, 2020), Johannesburg (Ngcobo et al., 2024), and in the context of inland waterway transport development in Lithuania (Plotnikova & Vienažindienė, 2025). The proposed methodology for ranking the importance of indicators was tested on the example of the municipality of Vilnius, the capital of the Republic of Lithuania. Vilnius, like other cities regardless of their geographical location, draws up a large number of development plans, the implementation of which includes measures of the most diverse nature and importance. They can be treated as indicators of the plan; therefore, the proposed methodology can also be applied to other plans. Of the eight development plans prepared by the municipality, the Vilnius City Municipality Economic and Transport Development Plan for 2025, prepared by the Department of Economy and Transport, was selected (Vilnius City Strategic Development Plan 2021–2030 … 2021; Vilnius City Municipality … 2024) (Table 3).

As indicated, the effectiveness of any plan of measures largely depends on the order of implementation of the measures contained in it, since it is impossible to implement all the measures, especially if they are counted in dozens, at the same time. Priorities are required, which are reflected in the importance ranks. First of all, a base indicator was selected, i.e. an indicator whose importance was compared with all other indicators of the plan. This is an indicator selected from the point of view of the survey organizers (or in another way), which, in their opinion, cannot be attributed to either the most important or the least important in terms of its significance. In the case under consideration, this is the fifth indicator – "improving street surfaces" (Table 3).

Table 3. Vilnius City Municipality Economic and Transport Development Plan for 2025

Measure No.	Measure / Indicator
1	Improving walking routes
2	Improving yard surfaces
3	Improving winter street maintenance
4	Improving the procedure for paying for vehicle parking
5	Improving street surfaces
6	Improving the mobility of people with disabilities on city streets
7	Improving the procedure for paying for public transport
8	Improving winter sidewalk maintenance
9	Improving grass mowing in public areas
10	Improving transport routes
11	Improving the operation of traffic lights
12	Improving night-time street lighting
13	Improving public transport routes
14	Improving the infrastructure of city beaches
15	Developing bicycle paths

Source: Vilnius City Municipality Development Plan, 2025

A team of eight experts, responsible municipal employees, was formed to fill in the pairwise comparison matrix. They filled in the first row of the initial matrix, and also indicated the nature of the mutual importance of pairs of non-transitive indicators (cells with dashed borders). An example of one such filled-in matrix (Expert 5) is given in Table 4.

Table 4. Pairwise comparison matrix of the importance of measures of the Vilnius City Municipality Economic and Transport Development Plan for 2025

Indicators	Indicators															+	–	Difference	Importance rank
	5	2	3	4	1	6	7	8	9	10	11	12	13	14	15				
5		+	+	+	+	+	+	–	+	–	+	+	–	+	+	11	3	+8	4
2	–		–	+	–	–	+	–	+	–	+	+	–	+	–	6	8	–2	9
3	–	+		+	+	+	+	–	+	–	+	+	–	+	–	9	5	+4	6
4	–	–	–		–	–	+	–	+	–	–	–	–	+	–	3	11	–8	12
1	–	+	–	+		+	+	–	+	–	+	+	–	+	–	8	6	+2	7
6	–	+	–	+	–		+	–	+	–	+	+	–	+	–	7	7	0	8
7	–	–	–	–	–	–		–	+	–	–	–	–	+	–	2	12	–10	13
8	+	+	+	+	+	+	+		+	–	+	+	–	+	+	12	2	+10	3
9	–	–	–	–	–	–	–	–		–	–	–	–	–	–	0	14	–14	15
10	+	+	+	+	+	+	+	+	+		+	+	–	+	+	13	1	+12	2
11	–	–	–	+	–	–	+	–	+	–		+	–	+	–	5	9	–4	10
12	–	–	–	+	–	–	+	–	+	–	–		–	+	–	4	10	–6	11
13	+	+	+	+	+	+	+	+	+	+	+	+		+	+	14	0	+14	1
14	–	–	–	–	–	–	–	–	+	–	–	–	–		–	1	13	–12	14
15	–	+	+	+	+	+	+	–	+	–	+	+	–	+		10	4	+6	5

Source: compiled by the authors
Note: cells with dashed borders are completed by the experts; the remaining cells are derived from transitivity

Measure 5, the base indicator, is placed in the first row and column of the matrix. As we can see from Table 4, the volume of expert assessment due to the transitivity of indicators can be reduced by almost 40 percent. The remaining cells of the pairwise comparison matrices are filled in analytically, based on the transitivity property of the indicators. Fully filled matrices allowed us to determine the importance ranks of the indicators in each of them (Table 4). For this purpose, the "+" and "–" ratings are summed for each indicator and their difference is determined. The indicator for which the aforementioned difference is the largest will receive the most important rank, and the indicator with the smallest difference receives the least important rank. This means that the most important indicator can reach a maximum difference of +(n − 1) and the least important a minimum of −(n − 1), where *n* is the number of indicators (Table 4). The final importance ranks are determined in Table 5, i.e. as the arithmetic mean of the ranks given to them by all experts.

Table 5. Expert rankings of importance of measures of the Vilnius City Municipality Economic and Transport Development Plan for 2025

Measure serial number in the development plan (Table 3)	Experts								Total	Average	Importance rank
	1	2	3	4	5	6	7	8			
	Indicator importance rankings										
13	1	1	3	1	1	1	1	2	11	1.4	1
10	2	4	4	2	2	2	4	1	21	2.6	2
5	4	5	1	3	4	8	2	3	30	3.8	3
8	6	3	5	4	3	3	5	4	33	4.1	4
3	5	6	6	5	6	4	6	6	44	5.5	5
15	8	2	7	6	5	7	3	7	45	5.6	6
1	9	8	2	7	7	5	7	8	53	6.6	7
6	7	9	9	8	8	10	10	5	66	8.3	8
2	12	7	8	9	9	6	8	9	68	8.5	9
11	3	10	10	10	10	12	9	10	74	9.3	10
12	11	11	11	11	11	9	13	14	91	11.4	11
4	10	12	12	12	12	13	12	13	96	12.0	12
7	14	14	13	13	13	11	11	11	100	12.5	13
14	15	15	14	14	14	15	14	12	113	14.1	14
9	13	13	15	15	15	14	15	15	115	14.4	15

Source: compiled by the authors

The consistency of expert opinions was checked using Kendall's coefficient of concordance (W = 0.88; Podvezko, 2005); its significance was confirmed by the χ^2 test ($\chi^2 = 98.925 > \chi^2_{0.05}(14) = 23.685$), so the experts' opinions are concordant.

In this way, the importance rankings of the measures listed in Table 3 and included in the Vilnius City Municipality Economic and Transport Development Plan for 2025 are presented in Table 6.

Table 6. Rankings of importance of measures of the Vilnius City Municipality Economic and Transport Development Plan for 2025

Measure No. (Table 3)	Development plan measures	Importance ranking
13	Improving public transport routes	1
10	Improving transport routes	2
5	Improving street surfaces	3
8	Improving winter sidewalk maintenance	4
3	Improving winter street maintenance	5
15	Developing bicycle paths	6
1	Improving walking routes	7
6	Improving the mobility of people with disabilities on city streets	8
2	Improving yard surfaces	9
11	Improving the operation of traffic lights	10
12	Improving night-time street lighting	11
4	Improving the procedure for paying for vehicle parking	12
7	Improving the procedure for paying for public transport	13
14	Improving the infrastructure of city beaches	14
9	Improving grass mowing in public areas	15

Source: compiled by the authors

In summary, the procedure for ranking the importance of measures in development plans can be presented as follows (Table 7).

Table 7. Procedure for ranking the importance of measures in development plans of public administration institutions

Stage	Stage content	Stage results
First	Selecting a base indicator and completing the indicator importance pairwise comparison matrices.	The first row of the pairwise comparison matrix and the interaction cells of non-transitive indicators are filled in.
Second	Filling in the remaining cells of the pairwise comparison matrix.	Fully populated pairwise comparison matrices based on the transitivity of indicators.
Third	Summing the estimates with the "+" and "–" signs and calculating their difference.	Based on the summary estimates, the importance ranks of the indicators are determined for each pairwise comparison matrix.
Fourth	Compiling the summary matrix of indicator importance ranks and calculating the average ranks.	Final rankings of the importance of indicators.

Source: compiled by the authors

The procedure shown in Table 7 can be applied to rank the importance of measures in other types of development plans. It can be an effective tool for increasing the efficiency of their implementation.

5. Discussion

An integral part of the activities of any type of organization (public administration, economic entities, education, healthcare, etc.) is the preparation of development plans and the implementation of the measures provided for in them. This is confirmed by comparable prioritization and ranking problems in digital government development (Vasylieva et al., 2026) and in comparative waste-management assessment (Štreimikienė, 2023). The number of these measures can vary from a few to several dozen. Their implementation requires financial, organizational, administrative and other resources. The reality is that their quantity is always limited. This implies the need to determine the order of implementation of the measures provided for in the plans, in other words, the need to determine their importance ranks. On the other hand, if there are many measures, then expert determination of their order becomes practically impossible. The solution is provided by a pairwise comparison of the importance of the measures. It makes sense under certain conditions. For example, the disadvantage of the Saaty AHP method, which is widely used today, is that experts have to mentally assess the nature of the importance relationships between all pairs of measures. If there are many such pairs, the same problems arise again. The advantages of the proposed methodology are as follows. First, a large number of plan measures can be compared, since experts assess each pair directly, without having to consider all other pairs simultaneously. Second, the importance of each measure is determined based on its interaction with all other plan measures. All this opens up new possibilities for ranking the importance of various types of quantities, including determining the weights of indicators for multi-criteria assessment.

6. Conclusions

Socio-economic phenomena are complex and therefore manifest themselves in many aspects. As elements of one and the same system, they are interconnected, i.e. changes in some indicators influence changes in others. This implies the need to determine their importance ranks, which helps to adequately determine the weights of indicators needed for a multi-criteria quantitative assessment of the phenomena under consideration. Moreover, importance ranks are particularly important for the effective implementation of action plans of public administration institutions and other institutions performing administrative functions, including city municipalities. Their departments, divisions and services prepare many plans that provide for dozens of measures. These measures cannot be implemented at the same time due to limited funding, technical and other capabilities; therefore, the order of their implementation, i.e. their importance ranks, must be determined by experts. The situation is complicated by the fact that the importance of an individual measure depends on its interaction with all other measures of the plan. As the number of measures increases, the costs of expert assessment increase accordingly, and an expert cannot practically take into account the interaction of one measure with all the others. The way out of this situation is provided by the transitivity property of the measures, treated as indicators and elements of the system. Based on it, a large part of their mutual relationships can be determined analytically. The proposed methodology has the following advantages: first, the importance of a large number of indicators can be assessed, since experts judge each pair directly, without having to consider all other pairs simultaneously; second, based on the transitivity property, the volume of expert assessment is reduced; third,

since part of the matrix is determined analytically, the adequacy of the assessment can increase. The methodology can be applied to ranking the importance of measures in other types of plans.

Based on the proposed methodology, the order of implementation of the measures of the Vilnius City Municipality Economic and Transport Development Plan for 2025 (Lithuania) has been determined. The scientific and practical significance of the article lies in the fact that it creates an opportunity to move from intuitive decisions to scientifically based ones. In this specific case, it can help the municipality increase the efficiency of the implementation of the economic and transport development plan.

In continuing this type of research, it would be necessary to consider ways to integrate the ranking of the importance of measures into the development plans drawn up by the relevant institutions. A limitation of the research could be the large volume of analytical calculations required when filling in the indicator importance comparison matrix, especially when the number of indicators is large. This implies the need for automation of these calculations.

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